

# Leading Change Update

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Commander, Naval Reserve Force ? March 2001

## Progress Points

A summary of progress made during 2000 in furtherance of the Leading Change initiative has been posted on the Leading Change web site, along with an introductory statement by RADM John Totushek, Commander, Naval Reserve Force (CNRF).

"It is extremely important that our Naval Reservists know and understand that the Leading Change initiative is really working," said RADM Totushek in his statement. "I have asked you to support it – you have a right to know how it's been going."

The listing summarizes 17 "progress points" linked to the seven Leading Change goals. Two of them (Fleet Concentration Area Recruiting and Resources) are discussed elsewhere in this newsletter.

For example, three initiatives aided recruiting efforts during 2000: additional bonuses for undermanned ratings, increases in recruiters from 622 enlisted/67 officers to 692 enlisted/77 officers, and a jump in the advertising budget to \$8 million (up from \$7.3 million in FY 00 and \$2.9 million in FY 99.)

RADM Totushek said the achievements, taken together, "are moving us to the desired end state of better support to the fleet, in a structured and measurable way." Viewed this way, "The whole really is greater than the sum of the individual progress points," he said.

## Leading Change II

A new version of the Leading Change brief is posted on the Leading Change web site. It depicts how CNRF's top five issues for the Naval Reserve for 2001 are aligned with the Leading Change goals and the stated priorities of the Chief of Naval Operations.

Commanding Officers are encouraged to familiarize themselves with the brief and present it to their personnel. "It is important that the progress we are trying to make is understood down to the deckplate level," said RADM Totushek. "Our COs and leading chiefs are the ones to make this happen."

## Success Story I: FCAR

One of the Naval Reserve success stories in 2000 has been Fleet Concentration Area Recruiting (FCAR) program. Moreover, it is in direct support of Leading Change goal #2 (Achieve a Fully Manned Force) and CNRF's #1 priority: manpower issues.

The initiative was launched in April 2000 with the full support of the Chief of Naval Operations. The objective was to have Naval Reserve recruiters meet with active duty members leaving for reasons other than retirement. Initially, the program was confined to the fleet concentration areas of Norfolk, San Diego, Jacksonville and Bremerton.

The program was quickly successful, resulting in a dramatic increase in monthly accessions from 2.0 to 5.6 for the recruiters involved in the effort.

As a result, the effort has been expanded nationwide to virtually all CONUS PSDs. And, a move is underway to expand the program OUTCONUS. There is now a Naval Reserve recruiter in Japan, serving WESTPAC, and a Naval Reserve recruiting billet is being established in Naples.

## Success Story II: Resources

An important Leading Change goal has been to seek a greater share of resources for the Naval Reserve. The results in 2000 were impressive.

Congress added funds for a 15<sup>th</sup> day of Annual Training (AT) and additional IDTT. The active Navy increased funding for flight hours, ship steaming and depot maintenance.

In addition, the office of Director of Naval Reserve (N095) in Washington established a Congressional/Legislative Awareness Program to build and strengthen the relationship between the Naval Reserve and Members of Congress, and recently assigned a second NR officer as a Legislative Fellow on Capitol Hill.

*Leading Change* on the Web:

<http://www.navres.navy.mil/navresfor/data/docs/leadingchg/index1.html>